



# Information Resources Management Strategic Plan

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U.S. Department of the TREASURY

*Fiscal Year 2013 – 2016*

Version: 1.1

Date: February 28<sup>th</sup>, 2014

This document is the Department of the Treasury's Information Resources Management (IRM) Plan for Fiscal Years 2013 through 2016. In accordance with OMB Circular A-130<sup>1</sup>, the IRM Plan describes how Treasury's Information Technology (IT) capabilities support and enable Treasury to meet its mission objectives. Specifically, it draws the links between Treasury's broad mission objectives, the markets and stakeholders Treasury serves, and how Treasury measures and governs the performance of its IT assets against its objectives. This document, in conjunction with Treasury's Information Technology Roadmap, describes the current plans for continuing to improve the effectiveness and efficiency with which the Treasury enterprise leverages IT to fulfill its mission objectives. The contents of this IRM Plan, including appendices, address government-wide guidance that includes but is not limited to:

- OMB Memorandum M-13-09, Fiscal Year 2013 PortfolioStat Guidance
- OMB Memorandum M-11-29, Chief Information Officer Authorities
- The Federal IT Shared Services Strategy
- The Federal Digital Government Strategy

This document reflects feedback and information from Treasury's Office of Assistant Secretary for Management and the Treasury CIO Council, which includes the CIO for each Treasury Bureau. Additionally, the document reflects expectations communicated to OMB and GAO on Treasury's approach to consolidate, as practical, all enterprise IT planning related documentation into a single set of reference documents.

Robyn East

Deputy Assistant Secretary for Information Systems and Chief Information Officer

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<sup>1</sup> See Circular A-130 (Revised), [http://www.whitehouse.gov/omb/circulars\\_a130\\_a130trans4](http://www.whitehouse.gov/omb/circulars_a130_a130trans4)

# VERSION HISTORY

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Version #	Implemented By	Revision Date	Reason
1.0	Robyn East	05.15.2013	Draft version for FY 2013 submission to OMB on 05/15/2013.
1.1	Robyn East	02.28.2014	Final version for FY 2014 public release and submission to OMB in March, 2014.

# TABLE OF CONTENTS

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1	Introduction .....	6
2	Treasury Organization .....	7
2.1	Departmental Offices .....	7
2.2	Inspectors General .....	8
2.3	Bureaus .....	8
3	Organizational Chart .....	10
4	Treasury Strategic Goals .....	10
4.1	Treasury's Performance .....	12
4.2	Performance by Agency Priority Goal .....	15
4.2.1	Increase Voluntary Tax Compliance .....	16
4.2.2	Significantly Increase the Number of Electronic Transactions with the Public.....	16
5	Information Technology at Treasury .....	17
5.1	Treasury Business to IT Strategy Linkage .....	18
5.2	IT Strategic Framework .....	19
5.3	Core Values .....	20
5.4	Strategic Practices .....	21
6	Treasury Business Architecture.....	22
6.1	Approach.....	23
6.2	IT Spend by OMB Business Reference Model (BRM) Code.....	23
6.3	Treasury IT Stakeholders.....	25
6.4	Treasury IT Markets/ Ecosystems.....	25
6.4.1	Financial Sector .....	26
6.4.2	Federal Government Sector .....	26
6.4.3	Employee IT Services Sector.....	27
6.5	Visualizing Treasury's Business Architecture.....	27
7	Transforming Treasury IT Through Governance.....	27
7.1	Timely and Actionable IT Investment Performance Data .....	28
7.2	Open, Engaged and Empowered Governance Bodies .....	28
7.3	Entrepreneurial Shared Services Mindset .....	30

7.4	Strategically Aligned IT Acquisitions.....	30
7.4.1	Wireless Services.....	30
7.4.2	Print Management .....	31
7.4.3	Treasury-wide PC contract .....	32
7.4.4	Enabling “One Procurement System” .....	32
7.5	Effective and Focused IT Program Management.....	34
7.6	Asset-oriented view of Information Security .....	34
7.7	Continuing our Evolution .....	35
8	Human Capital .....	36
8.1	Treasury Human Capital Strategic Plan .....	36
8.2	Treasury Human Capital Vision .....	36
8.3	Treasury Human Capital Mission.....	36
8.3.1	Goal 1: Broaden and Diversify the Talent Pool .....	36
8.3.2	Goal 2: Develop and Retain Workforce .....	37
8.3.3	Goal 3: Effectively Manage and Utilize Human Capital .....	37
8.3.4	Goal 4: Develop Human Capital Practitioners as Strategic Business Partners .....	37
9	Accessibility.....	37
9.1	Policy & Guidance .....	38
9.2	Training .....	38
9.3	Centralized Resources .....	39
9.4	Human Resources and Section 508 .....	39
9.5	Commitment to Section 508 .....	39
10	Privacy.....	41
11	Emerging Challenges .....	42
11.1	Sharing Services with Independent Agencies .....	42
11.2	“Big Data” .....	42
11.3	Reduced, Simple, or Single-Sign On.....	43
11.4	Network Costs .....	43
11.5	Secure On-Line Transactions and Prevention of Identity Theft.....	44
11.6	Management Practices .....	44

# TABLE OF FIGURES

Figure 1 - Treasury Organizational Structure .....	10
Figure 2 - Treasury Business Strategy Word Cloud .....	18
Figure 3 – Treasury Strategic Framework .....	20
Figure 4 - Treasury IT Investment Spending by BRM Primary Service Area - FY 2013 .....	25
Figure 5 - Enterprise IT Governance Framework.....	28
Figure 6 - Treasury "One Procurement" Architectural Vision .....	33

# 1 Introduction

As stated in Treasury's Strategic Plan<sup>2</sup> for Fiscal Years 2014 to 2017, Treasury's mission is to "Maintain a strong economy and create economic and job opportunities by promoting conditions that enable economic growth and stability at home and abroad, strengthen national security by combating threats and protecting the integrity of the financial system, and manage the U.S. Government's finances and resources effectively."

The Treasury Department's mission is focused on promoting economic prosperity and ensuring the financial security of the United States. The Department is responsible for a wide range of activities, including advising the President on economic issues, encouraging sustainable economic growth, and helping ensure a stable financial system. Treasury operates and maintains systems that are critical to the Nation's financial infrastructure. The Department's basic functions include:

- Managing Federal finances;
- Collecting taxes, duties, and monies paid to and due to the United States and paying all bills of the United States;
- Producing currency and coinage;
- Managing Government accounts and the public debt;
- Supervising national banks and thrift institutions;
- Formulating domestic and international financial, economic, trade, and tax policies;
- Enforcing Federal finance and tax laws;
- Investigating and prosecuting tax evaders and assisting in the investigation of counterfeiters and forgers; and
- Contributing to national security by combating illicit financial networks and protecting the integrity of the U.S. and global financial systems.

Treasury works with other Federal agencies, foreign governments, public stakeholders, and international financial institutions to encourage global economic growth, raise standards of living, protect the financial system from abuse, and, to the extent possible, anticipate and mitigate the consequence of economic and financial crises.

In light of today's financial climate and increasing demands for the provisioning of ever more sophisticated and accessible services, Treasury IT and Treasury overall have particular interest in understanding where viable opportunities exist to improve the facility and efficiency of its IT solutions and free up funds for investment in new capabilities

This document intends to draw the connection between Treasury's broad and overarching business mission and how Treasury's IT priorities are established across the enterprise. This linkage exists not only in the metrics used to measure performance, but also in the IT Governance mechanisms established by Treasury and in the strategies Treasury is executing relative to human capital, accessibility and privacy.

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<sup>2</sup> <http://www.treasury.gov/about/budget-performance/strategic-plan/Pages/index.aspx>

This document serves as the preface to Treasury's Enterprise IT Roadmap which provides greater details on Treasury's IT capabilities, strategies and investment priorities. Specifically, the Enterprise IT Roadmap outlines Treasury's plan for enhancing current IT capabilities to meet the demands of the markets served, while delivering more efficient and effective platforms.

## 2 Treasury Organization<sup>3</sup>

The Department of the Treasury is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. Treasury is organized into the Departmental Offices, eight operating Bureaus, and three independent inspectors general. The Departmental Offices are primarily responsible for policy formulation, while the bureaus are chiefly the operating units of the organization.

### 2.1 Departmental Offices

The Departmental Offices (DO) are the headquarters component of the Department of the Treasury. DO is comprised of 11 separate policy management units. These are:

**Domestic Finance** promotes economic growth and stability by developing and executing policies and guidance in the areas of financial institutions, Federal debt finance, financial regulation, capital markets, financial management, fiscal policy, and cash management. Domestic Finance also includes the Federal Insurance Office, created by the Dodd-Frank Wall Street Reform and Consumer Protection Act, and the Office of Financial Stability (OFS), which is responsible for overseeing the Troubled Asset Relief Program (TARP). The office supports the work of the Financial Stability Oversight Council (FSOC), with a dedicated policy office that functions as a secretariat for the FSOC, and the Office of Financial Research (OFR).

**International Affairs** protects and supports U.S. economic prosperity by strengthening the external environment for U.S. growth, preventing and mitigating global financial instability, and managing key global challenges. In addition, International Affairs manages the U.S. positions in the Groups of Seven (G-7) and Twenty (G-20), the Multilateral Development Banks, the International Monetary Fund (IMF), the Strategic & Economic Dialogue with China, and numerous other international and bilateral fora.

**Terrorism and Financial Intelligence (TFI)** marshals the Department's intelligence and enforcement functions with the dual aims of safeguarding the financial system against illicit use and combating intransigent regimes, terrorist facilitators, money launderers, drug kingpins, and other national security threats.

**Economic Policy** reports on current and prospective economic developments and plays a critical role in the determination of appropriate economic policies. The office is responsible for the review and analysis of domestic economic issues as well as changes and trends in the financial and housing markets. Economic Policy also plays an important role in the development of the President's Budget each year.

**Tax Policy** develops and implements tax policies and programs; reviews regulations, guidance, and rulings to administer the Internal Revenue Code; negotiates tax treaties; and provides economic and

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<sup>3</sup> Source: Treasury Strategic Plan FY 2014- 2017

legal analysis for domestic and international tax policy decisions. Tax Policy also provides revenue estimates for the President's Budget.

**Treasurer of the United States** has oversight of the U.S. Mint and the Bureau of Engraving and Printing, and is a key liaison with the Board of Governors of the Federal Reserve System (FRS).

**Community Development Financial Institutions (CDFI) Fund** expands the capacity of community development financial institutions and community development entities to provide credit, capital, tax credit allocations, and financial services to underserved domestic populations and communities.

**Management/CFO** is responsible for managing the Department's financial resources and oversees Treasury-wide programs, including human capital, information technology, and acquisition management. The Assistant Secretary for Management also serves as the Director of the Office of Small and Disadvantaged Business Utilization (OSDBU) and the Departmental Chief Performance Officer.

#### **Other Offices**

Other support programs include Executive Direction, which is largely comprised of the Offices of General Counsel, Legislative Affairs, and Public Affairs.

## **2.2 Inspectors General**

There are three independent offices of inspectors general: the Treasury Inspector General, the Treasury Inspector General for Tax Administration (TIGTA), and the Special Inspector General for the Troubled Asset Relief Program (SIGTARP). They provide independent audits, investigations, and oversight of the Department of the Treasury and its programs.

## **2.3 Bureaus**

Treasury's Bureaus employ 98 percent of the Department's workforce and are responsible for carrying out specific operations assigned to the Department.

**The Internal Revenue Service (IRS)** is the largest of the Department's Bureaus. IRS determines, assesses, and collects tax revenue for the Federal Government while assisting taxpayers in complying with their obligations.

**The Office of the Comptroller of the Currency (OCC)** charters, regulates, and supervises national banks and Federal savings institutions to ensure compliance with consumer laws and regulations and a safe, sound, and competitive banking system that supports citizens, communities, and the economy. The OCC also supervises federal branches and agencies of foreign banks. Effective July 21, 2011, Title III of the Dodd-Frank Wall Street Reform and Consumer Protection Act, transferred to the OCC responsibility for the supervision of federal savings associations (thrifts) and rule-making authority for all savings associations.

**The Bureau of the Fiscal Service (Fiscal Service)**<sup>4</sup> provides central payment services to Federal program agencies, operates the Federal Government's collections and deposit systems, provides government-wide accounting and reporting services, and manages the collection of non-tax delinquent debt owed to

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<sup>4</sup> FMS and BPD have merged into a single Treasury entity called the Bureau of Fiscal Service.

the Federal Government. In addition, the Fiscal Service borrows the money needed to operate the Federal Government through the sale of marketable, savings, and special purpose U.S. Treasury securities. In addition, it accounts for and services the public debt and provides reimbursable administrative support services to Federal agencies.

**The United States Mint** designs, produces, and issues circulating and bullion coins, numismatic coins and other items, Congressional gold medals, and other medals of national significance. The United States Mint maintains physical custody and protection of most of the nation's gold and silver.

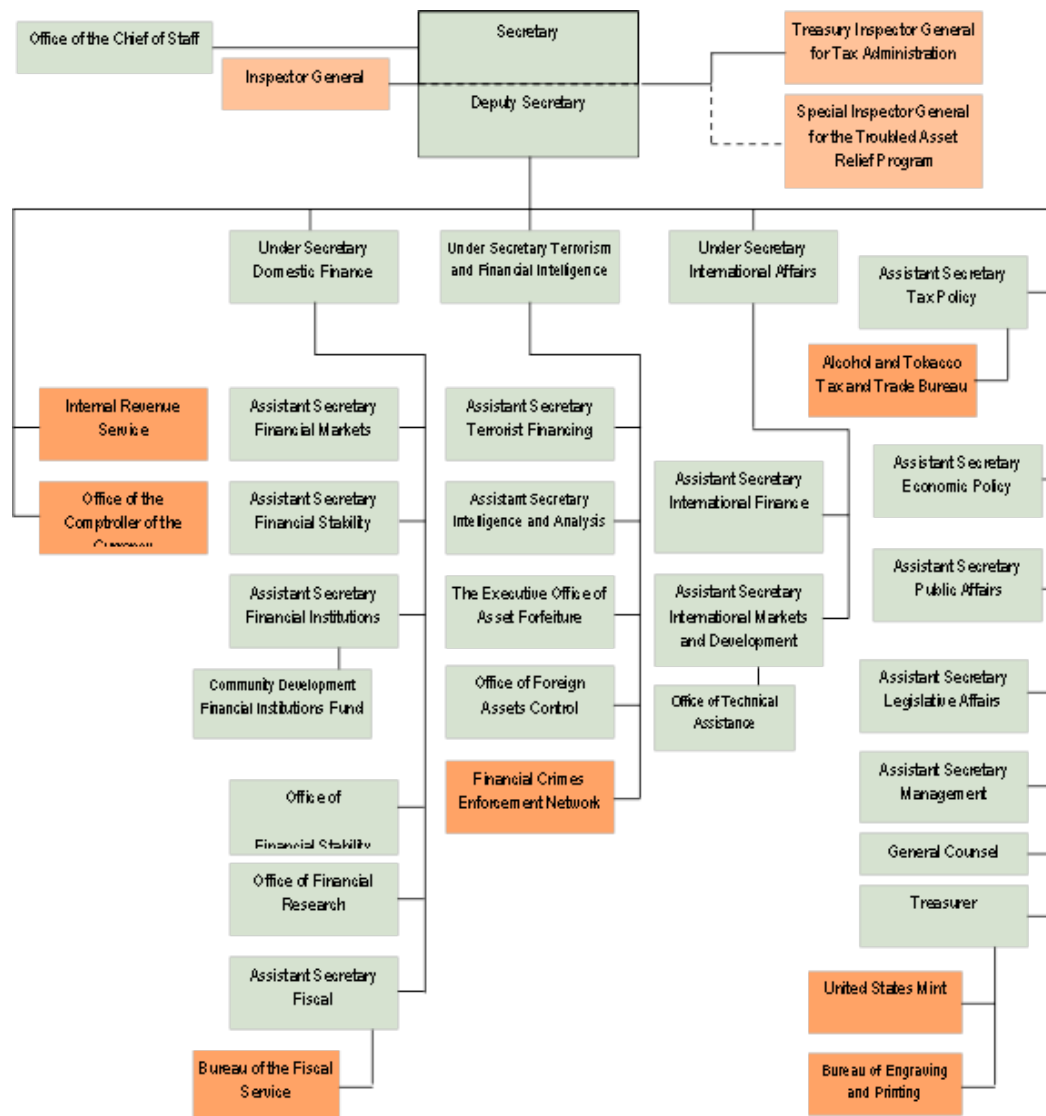
**The Bureau of Engraving and Printing (BEP)** designs and manufactures high-quality currency notes and other financial documents that deter counterfeiting and meet customer requirements for quality, quantity, performance, and accessibility.

**The Financial Crimes Enforcement Network (FinCEN)** safeguards the financial system from the abuses of financial crime, including terrorist financing, money laundering, and other illicit activity by administering the Bank Secrecy Act (BSA) and maintaining the BSA data system.

**The Alcohol and Tobacco Tax and Trade Bureau (TTB)** collects Federal excise taxes on alcohol, tobacco, firearms, and ammunition and assures compliance with tobacco permitting and alcohol permitting, labeling, and marketing requirements to protect consumers.

### 3 Organizational Chart

Figure 1 - Treasury Organizational Structure



### 4 Treasury Strategic Goals<sup>5</sup>

(AXXA)

For the next four years, all Treasury bureaus, policy offices and employees will align to and concentrate their efforts toward five primary strategic goals. These five goals represent the major areas where Treasury will lead and contribute toward making a more secure future for the American people. In the

<sup>5</sup> Treasury's strategic goals have been updated as part of the FY 2014-2017 Strategic Plan. They can be found at [http://www.treasury.gov/about/budget-performance/strategic-plan/Documents/2014-2017\\_US\\_TreasuryStrategicPlan.pdf](http://www.treasury.gov/about/budget-performance/strategic-plan/Documents/2014-2017_US_TreasuryStrategicPlan.pdf).

broadest terms, these areas are summarized in the notional categories of the domestic economy, the international economy, managing the nation's finances, preventing illicit financial activities and securing the nation, and creating a Treasury organization that will continue to excel for the foreseeable future. Indicators and measures that help evaluate success in achieving strategic goals are described below.

Goals	Strategies
<u>Goal 1:</u> Promote domestic economic growth and stability while continuing reforms of the financial system	<ul style="list-style-type: none"> <li>• Promote savings and increased access to credit and affordable housing options</li> <li>• Wind down emergency financial crisis response programs</li> <li>• Complete implementation of financial regulatory reform initiatives, continue monitoring the capital markets, and address threats to stability</li> <li>• Facilitate commerce by providing trusted and secure United States currency and financial products and services for use by the public</li> </ul>
<u>Goal 2:</u> Enhance U.S. competitiveness and job creation, and promote international financial stability and more balanced global growth	<ul style="list-style-type: none"> <li>• Promote free trade, open markets, and foreign investment opportunities</li> <li>• Protect global economic and financial stability and press for market-determined foreign exchange rates</li> <li>• Advance U.S. economic, financial, and national security goals by leveraging multilateral mechanisms</li> <li>• Provide technical assistance to developing countries working to improve public financial management and strengthen their financial systems</li> </ul>
<u>Goal 3:</u> Fairly and effectively reform and modernize federal financial management accounting, and tax systems	<ul style="list-style-type: none"> <li>• Improve the efficiency and transparency of federal financial management and government-wide accounting</li> <li>• Improve the disbursement and collection of federal funds and reduce improper payments made by the U.S. government</li> <li>• Pursue tax reform, implement the Patient Protection and Affordable Care Act and Foreign Account Tax Compliance Act, and improve the execution of the tax code</li> </ul>
<u>Goal 4:</u> Safeguard the financial system and use financial measures to counter national security threats	<ul style="list-style-type: none"> <li>• Identify priority threats to the financial system using intelligence analysis and outreach to the financial sector</li> <li>• Develop, implement, and enforce sanctions and other targeted financial measures</li> <li>• Improve the cyber security of our nation's financial sector</li> <li>• Protect the integrity of the financial system by implementing, promoting, and enforcing anti-money laundering and counterterrorism financing standards</li> </ul>

Goals	Strategies
<u>Goal 5:</u> Create a 21 <sup>st</sup> -century approach to government by improving efficiency, effectiveness and customer interaction	<ul style="list-style-type: none"> <li>• Increase workforce engagement, performance and diversity instilling excellence, innovation, and inclusion in Treasury's organizational culture and business practices</li> <li>• Support effective, data-driven decision making and encourage transparency through intelligent gathering, analysis, sharing, use and dissemination of information</li> <li>• Promote efficient use of resources through shared services, strategic sourcing, streamlined business processes, and accountability</li> <li>• Create a culture of service through relentless pursuit of customer value</li> </ul>

(AXXB)

#### 4.1 Treasury's Performance

Treasury's performance against these goals and strategies is regularly reported<sup>6</sup> in accordance with the Government Performance and Results (GPR) Modernization Act of 2010<sup>7</sup>. The following table is excerpted from Treasury's Agency Financial Report (AFR) for FY 2013 and contains key performance metrics providing a representative overview of the Department's performance for 2010 through 2013.

Performance Measure Official Title	Bureau/ Office	2010 Actual	2011 Actual	2012 Actual	2013 Target	2013 Actual
Timely review of CFIUS <sup>8</sup> cases	DO IA <sup>9</sup>	N/A	N/A	N/A	100.0	100.0
Monitor quality and enhance effectiveness of International Monetary Fund (IMF) lending through review of IMF country programs	DO IA	97.00	100.00	100.00	100.00	100.00
Percentage of Multilateral Development Bank grant and loan proposals containing satisfactory framework for results	DO IA	92.50	94.00	94.00	92.00	92.00

<sup>6</sup> <http://www.treasury.gov/about/budget-performance/annual-performance-plan/Pages/default.aspx>

<sup>7</sup> <http://www.gpo.gov/fdsys/pkg/BILLS-111hr2142enr/pdf/BILLS-111hr2142enr.pdf>

<sup>8</sup> Committee for Foreign Investment in the United States (CFIUS)

<sup>9</sup> Departmental Offices – International Affairs (DO IA)

Performance Measure Official Title	Bureau/ Office	2010 Actual	2011 Actual	2012 Actual	2013 Target	2013 Actual
measurement						
Changes that result from project engagement (Impact) (Office of Technical Assistance Programs) <sup>10</sup>	DO IA	3.00	3.20	3.10	3.10	3.00
Scope and intensity of engagement (Traction) (Office of Technical Assistance Programs) <sup>11</sup>	DO IA	3.50	3.70	3.90	3.60	3.80
Average number of days to process an original permit application for a new alcohol or tobacco business	TTB <sup>12</sup>	65.00	74.00	67.00	65.00	81.00
Percentage of electronically filed Certificate of Label Approval applications	TTB	79.00	88.00	91.00	92.00	92.00
Awardees' portfolio amount of CDFI loans/ investments originated (\$ millions)	CDFI <sup>13</sup> Fund	N/A	1,228	1,298	1,200	1,978
Number of jobs created/ maintained by all CDFI fund programs (as reported by CDFIs)	CDFI Fund	N/A	55,274	57,023	50,000	50,353
Percentage of New Markets Tax Credit (NMTC) loans and investments that went to severely distressed communities	CDFI Fund	73.40	72.40	70.40	70.0	78.50
Manufacturing costs for	BEP <sup>14</sup>	44.90	34.60	43.30	55.00	50.45

<sup>10</sup> Office of Technical Assistance (OTA's) measures are scored on a five-point scale and are averaged across all projects to provide one measure of OTA's performance in the categories of traction and impact.

<sup>11</sup> Ibid

<sup>12</sup> Alcohol Tobacco Tax and Trade Bureau (TTB)

<sup>13</sup> Community Development Financial Institutions (CDFI) Fund

Performance Measure Official Title	Bureau/ Office	2010 Actual	2011 Actual	2012 Actual	2013 Target	2013 Actual
currency (Dollar costs per thousand notes produced)						
Customer satisfaction index	MINT	86.10	91.70	90.00	90.00	92.60
Numismatic sales units (million units)	MINT	N/A	7.30	5.60	5.20	5.50
Seigniorage per dollar issued	MINT	0.49	0.45	0.21	0.17	0.24
Impact of TFI programs and activities <sup>15</sup>	TFI <sup>16</sup>	7.4	7.6	8.1	8.3	8.3 <sup>17</sup>
Percentage of domestic law enforcement finding that FinCEN's analytic reports contribute to the detection and deterrence of financial crime	FinCEN <sup>18</sup>	80	86	83	83	81
Percentage of regulatory helpline customers understanding BSA guidance	FinCEN	92	92	89	90	92
Customer service representative level of service	IRS <sup>19</sup>	74.0	70.1	67.6	70.0	60.5
Percentage of individual returns processed	IRS	69.3	76.9	80.5	80.0	82.5

<sup>14</sup> Bureau of engraving and Printing (BEP)

<sup>15</sup> This composite measure consists of three program office focus areas related to its mission and strategic goals. The composite measure consists of customer surveys, the impact of designations and identifications, compliance with and implementation of sanctions, evaluation of demonstrated action in key regions against threats and vulnerabilities to the financial system, evaluation of the development of timely and relevant US financial and economic initiatives to advance efforts to combat national security threats, and review of the private sector response in taking voluntary action to identify and safeguard against terrorist financing and money laundering threats.

<sup>16</sup> Terrorism and Financial Intelligence (TFI)

<sup>17</sup> Value for this measure is estimated. Actual data will be available and reported in the Citizen's Report in February.

<sup>18</sup> Financial Crimes Enforcement Network (FinCEN)

<sup>19</sup> Internal Revenue Service (IRS)

Performance Measure Official Title	Bureau/ Office	2010 Actual	2011 Actual	2012 Actual	2013 Target	2013 Actual
electronically						
Percentage collected electronically of total dollar amount of U.S. government receipts	BFS	85.0	96.0	97.0	97.0	97.0
Amount (\$ billions) of delinquent debt collected through all available tools	BFS <sup>20</sup>	5.45	6.17	6.17	6.67	7.02
Percentage of Treasury payments and associated information made electronically	BFS	82.2	84.3	88.3	91.0	92.5
Percentage of respondents selecting the highest rating of customer satisfaction with Government Agency Investment Services	BFS	5.5	60.0	60.0	61.0	61.0
Treasury-wide footprint (Square footage in thousands)	ASM <sup>21</sup>	37,088	37,596	37,998	N/A	37,320
Treasury-wide percentage of procurement dollars spent on small business	ASM	29.62	34.51	38.52	32.00	38.54 <sup>22</sup>

Within the Appendices of this document is a table of Treasury's major IT investments and their associated GPR metrics.

## 4.2 Performance by Agency Priority Goal<sup>23</sup>

Throughout 2013 Treasury pursued two Agency Priority Goals. Performance data is available at the end of the calendar year in the Annual Performance Report, and reported quarterly on Performance.gov. A

<sup>20</sup> Bureau of Fiscal Services (BFS)

<sup>21</sup> Assistant Secretary for Management (ASM)

<sup>22</sup> Final data will not be available until early 2014. However, current numbers indicate that Treasury will meet the established target.

<sup>23</sup> [http://goals.performance.gov/goals\\_2013](http://goals.performance.gov/goals_2013)

synopsis of these goals is provided below. For 2014, these goals have been updated and can be found on Performance.gov. Future versions of this IRM Plan will reflect Treasury's performance against these new goals.

#### **4.2.1 Increase Voluntary Tax Compliance**

Helping taxpayers understand their obligations under the tax law is critical to improving compliance and addressing the tax gap. Therefore, the IRS is committed to making tax law easier to access and understand. The IRS remains committed to improving voluntary compliance and reducing the tax gap through both taxpayer service and enforcement programs. In fiscal year 2013, the IRS processed 147.6 million individual tax returns, of which more than 121 million were filed electronically. However, while improvements were made, sequestration limited the IRS's ability to provide service and enforcement to the level desired.

The IRS continued to increase the amount of tax information and services available to taxpayers through online and social media. IRS.gov provides alternative online and self-help service options. In fiscal year 2013, taxpayers viewed IRS.gov web pages approximately 1.9 billion times as they used the website to:

- Get forms and publications. More than 217.5 million tax products were downloaded;
- Link to the Electronic Federal Tax Payment System (EFTPS). EFTPS processed more than 145 million electronic tax payments totaling more than \$2.3 trillion during fiscal year 2013;
- Get answers. More than 2.4 million visits to the Interactive Tax Assistant introduction page occurred where taxpayers can receive answers to tax law questions; and
- Check on Refunds. Taxpayers used "Where's My Refund?" more than 192.3 million times to check on the status of their tax refunds, an increase of 51.6 percent from 2012.

In addition, the IRS continued efforts in fiscal year 2013 to increase voluntary compliance in a variety of ways which include:

- Announced the release of an updated smartphone application "IRS2Go 3.0";
- Continued to expand the Virtual Service Delivery project, allowing assistors to interact with taxpayers virtually;
- Expanded its social media presence by adding Tumblr to its list of social media platforms;
- Deployed a web-based tool ("Where's my Amended Return?") to expand self-service features on the IRS website;
- Expanded the Law Enforcement Assistance Program, piloted in Florida in April 2012, to all 50 states and the District of Columbia to help law enforcement pursue identity thieves; and
- Announced a joint plan with the tax administrations from Australia and the United Kingdom to share tax information to pursue international tax evasion.

#### **4.2.2 Significantly Increase the Number of Electronic Transactions with the Public**

The safety, security, efficiency, and reliability of Treasury transactions are paramount to maintaining public trust. Billions of transactions, including payments to benefits recipients, savings bonds purchases, and tax collections, are executed by Treasury each year. The paper processes associated with these transactions can be slow, insecure, inaccurate, and wasteful. In an effort to improve customer service,

decrease the public's vulnerability to fraud, and efficiently manage resources, Treasury approved several initiatives to move towards electronic transactions including electronic savings bonds, electronic benefit payments, and electronic tax collection. Treasury has already discontinued the issuance of paper savings bonds. Treasury has achieved its goal for benefit payments as more than 97 percent are made electronically. Treasury will continue to have more businesses pay taxes electronically rather than by paper coupon. This priority goal is related to the strategic goal of "Manage the Government's Finances in a Fiscally Responsible Manner."

#### **4.2.2.1 Payments**

In fiscal year 2013, 95.7 percent of benefit recipients were receiving their payments electronically. In support of the goal to increase electronic federal benefit payments, the Go Direct public education campaign conducted qualitative research with beneficiaries still receiving paper checks. The research was conducted to track awareness of the rule (31 CFR Part 208), which has helped to determine the likelihood that the remaining federal benefit check recipients would switch to an electronic payment method before the rule deadline of March 1, 2013.

#### **4.2.2.2 Collections**

To achieve Treasury's goal of increasing electronic non-tax collections and remittances, the Fiscal Service embarked on the Non-Tax Paperless Initiative. The goal is to raise the electronic initiated revenue collection volume rate from the current 55-60 percent to 70 percent by 2017. This approach will involve efforts to increase awareness of available electronic options and their value, inform agencies about the need to transition their customers from paper to electronic, drive agency adoption of electronic collection processes and technologies, educate end users about the specific benefits of electronic transactions, and increase conversions from paper to electronic.

## **5 Information Technology at Treasury**

As the steward of the United States government's finances, the Treasury Department plays a critical role in U.S. and global economies. The Department manages the Government's finances, promotes economic growth and stability at home and abroad through sound fiscal policy, strengthens trade and investment policies, and maximizes voluntary tax compliance. The Treasury Department collects over \$2 trillion annually, manages over \$8 trillion in debt and performs more than \$58 billion in daily cash transactions.

Much of this important work could not be done without information technology. The current information technology posture of the Treasury Department exhibits a familiar theme that is prevalent across much of the Federal Government and many large private enterprises today. While the IT systems and investments currently in use at Treasury provide adequate automation of individual business processes, significant opportunities exist for improving the efficacy of those platforms through greater adoption of shared services and platforms. These opportunities reveal themselves in the form of inefficient processes, poorly integrated systems, duplicative platforms, or an ever increasing cost associated with the Operations and Maintenance (O&M) of existing platforms. There is also aging infrastructure and applications that are nearing the end of their ability to support the increasing demand



- Virtual resources are available for securely collaborating both within and external to Treasury
- Varying mission requirements are satisfied by access to a palette of tailorable data analysis tools
- Robust, scalable and cost effective IT infrastructure is available for both hosting and accessing key business services
- Broad palette of shared services are available offering optimized unit cost structures for commodity type services
- Full featured capabilities are ubiquitously delivered to increasingly diverse and mobile platforms
- Increasing complexity and integration of cyber security capabilities driven by a growing sophistication of threats
- Increased visibility into key process and information flows (aka transparency) for the purpose of tuning and optimization
- Active, informed and mission driven executive oversight of IT investment portfolio

It is these implications that ultimately serve as the catalyst and underpinning for Treasury's IT Strategic Framework.

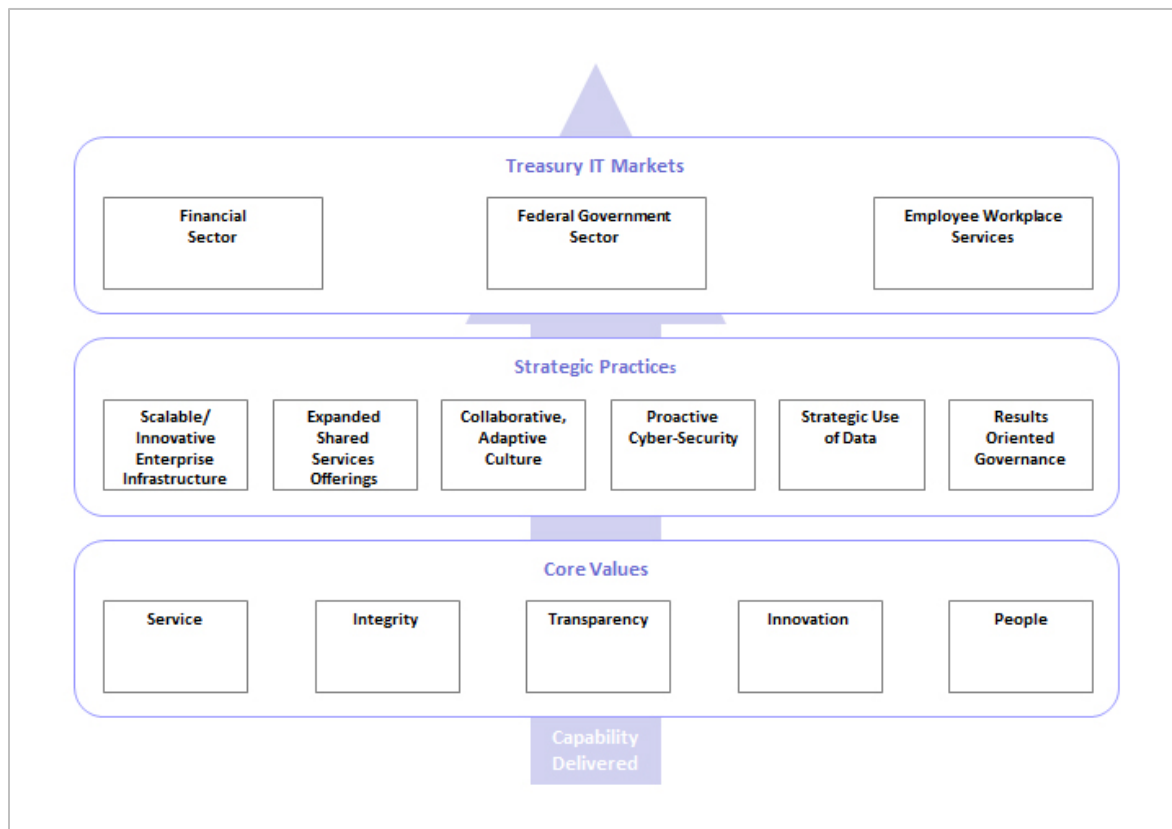
## 5.2 IT Strategic Framework

It is the mission of Treasury IT to:

- foster the prudent use of IT resources to operate the U.S. Department of the Treasury efficiently and effectively;
- meet Treasury and Government-wide management priorities;
- help ensure Treasury's IT capabilities remain in alignment with, and relevant to, the markets it serves.

To achieve this mission, Treasury IT has established a strategic framework within which core organizational values combine with strategic practices to deliver capability to the markets we serve.

Figure 3 – Treasury Strategic Framework



### 5.3 Core Values

Through all Treasury IT activity, management and staff will exhibit the values described below in the performance of their duties. Specifically, Treasury IT:

- **Service:** Works for the benefit of our customers and the American people
- **Integrity:** Adheres to the highest ethical standards of honesty, trustworthiness, accountability, and dependability
- **Transparency:** Promotes openness, information-sharing, and collaboration
- **Innovation:** Recognizes that Treasury must renew IT to meet evolving demands for cost effective solutions
- **People:** Recruits, advances, and retains skilled IT people to work at all levels of the organization
- **Respect:** Values the dignity, talent, and diverse perspectives of employees, customers, and partners

These values are the foundation upon which we deliver solutions and capability to our constituency.

## 5.4 Strategic Practices

(HXXA)

Our strategic practices describe the key capability areas essential to ensuring the continued delivery of effective, efficient, and timely functionality to our customers and partners. These practice areas are particularly relevant in today's time of austere budgets, as they serve as the strategic context within which all development work is assessed. These practice areas specifically include the following six domains.

Practices	Desired Impact on People, Processes, and Technology
Scalable/Innovative Enterprise Infrastructure	<p>A reliable foundation for IT across Treasury</p> <ul style="list-style-type: none"><li>• Secure interoperable networks</li><li>• Common methods for identity and access management</li><li>• Facilities and equipment readily available and accessible for use</li><li>• Architecture and processes prepared for new technologies (ex: wireless communications, ubiquitous use of mobile devices, expansion of public, private, and hybrid clouds, virtualization, social networks) and a technology-savvy customer community</li></ul>
Expanded Shared Service Offerings	<p>More efficient and effective IT platforms</p> <ul style="list-style-type: none"><li>• Common suite of solutions available for addressing commodity IT requirements</li><li>• Business solutions developed with greater agility</li><li>• Shared applications and business solutions leveraged across Federal, financial, and workforce communities</li><li>• Simplified adoption of next generation service offerings through use of common standards and mechanisms for service integration</li></ul>
Collaborative, Adaptive Culture	<p>Improved mission efficiency</p> <ul style="list-style-type: none"><li>• Culture of continuous improvement in the way employees of all tenures and positions are recruited, trained, evaluated and rewarded</li><li>• IT staff responsive to customer needs as demonstrated by the timely delivery of technology solutions that improve business outcomes</li><li>• Commitment to best practices in IT processes to ensure stability and availability of services through use of methodologies such as the Capability Maturity Model (CMM) and the Information Technology Infrastructure Library (ITIL)</li><li>• IT staff with the means to dynamically adapt to new technologies</li></ul>

Practices	Desired Impact on People, Processes, and Technology
Proactive Cyber Security	Protection of information, services and assets <ul style="list-style-type: none"> <li>• Effective continuous monitoring and comprehensive situational awareness</li> <li>• Increasingly cost effective Cyber Security investments</li> <li>• Thoughtful and effective approach to risk management</li> <li>• Treasury environment equipped for continuously evolving threats</li> </ul>
Strategic Use of Data	Data-centric infrastructure that supports policy analysis and decision making <ul style="list-style-type: none"> <li>• Processes, operations, and customer service continuously improved through data-driven technology</li> <li>• Improved data integrity through use of common data standards and definitions across Treasury</li> <li>• Transparency into information used to support policy decisions</li> </ul>
Results-oriented Governance	Improved management effectiveness <ul style="list-style-type: none"> <li>• IT investment/cost-benefit decisions based on robust project and operational metrics</li> <li>• Improved purchasing power and alignment of IT resources through consolidation of duplicative investments</li> <li>• Advocacy of Treasury best practices through Office of Management and Budget (OMB) and government-wide working groups</li> <li>• Mechanisms available for coordinating decision-making on policy improvements and the management of key interdependencies</li> </ul>

## 6 Treasury Business Architecture

In developing Treasury's business architecture the intent is to not only enhance understanding of how information technology supports the complex and diverse mission of Treasury, but to also provide the underpinnings and framework for helping ensure investments in those technologies are appropriate to the relative value and criticality of the business function and constituency being supported. Treasury fulfills its mission in a broad and diverse ecosystem. One of the goals of developing a Treasury business architecture, is to provide a deeper and inherently more accessible view of the mechanisms through which Treasury delivers value in that ecosystem.

To develop Treasury's business architecture, an iterative process of discovery, distillation, depiction and discussion is being followed. In addition to accurately depicting the "business" of Treasury, ensuring that the business architecture resonates with Treasury's business offices and Bureaus is of equal importance. Since there are countless ways to depict the relationship between business goals, capabilities, customers and functions, achieving this resonance within an organization can only effectively be achieved through an iterative and collaborative process. The components of Treasury's business architecture depicted in this document are not complete or final versions. It is still early in

their development but they are included to illustrate the analytic basis for the development of the architecture. Updates are expected as future versions of Treasury's IRM Plan are released.

## 6.1 Approach

To develop the first iteration of the business architecture, the following key steps are being followed:

- Harvest information regarding Treasury's mission areas from published information on Treasury's business offices and Bureaus
- Extract key business goals and measures from Treasury's departmental strategy and Performance Reference Model
- Mine Treasury investment data for the alignment of key investments to major business functions
- Distill core business functions from e300 investment data and information collected regarding Treasury's mission objectives
- Identify key customers and partners from published information collected on Treasury's business offices and Bureaus
- Draft visual depictions of the relationships between business goals, capabilities, customers and core business functions
- Socialize output and collect feedback in support of the next iteration

## 6.2 IT Spend by OMB Business Reference Model (BRM) Code

Treasury's FY 2013 IT budget is approximately \$3.7 billion spread across multiple functional areas.

Treasury's top 15 IT spending areas (in \$ millions by BRM code) include the following sub-functions and account for 97 percent of the 2013 IT budget and 81 percent of Treasury's IT investments.<sup>24</sup>

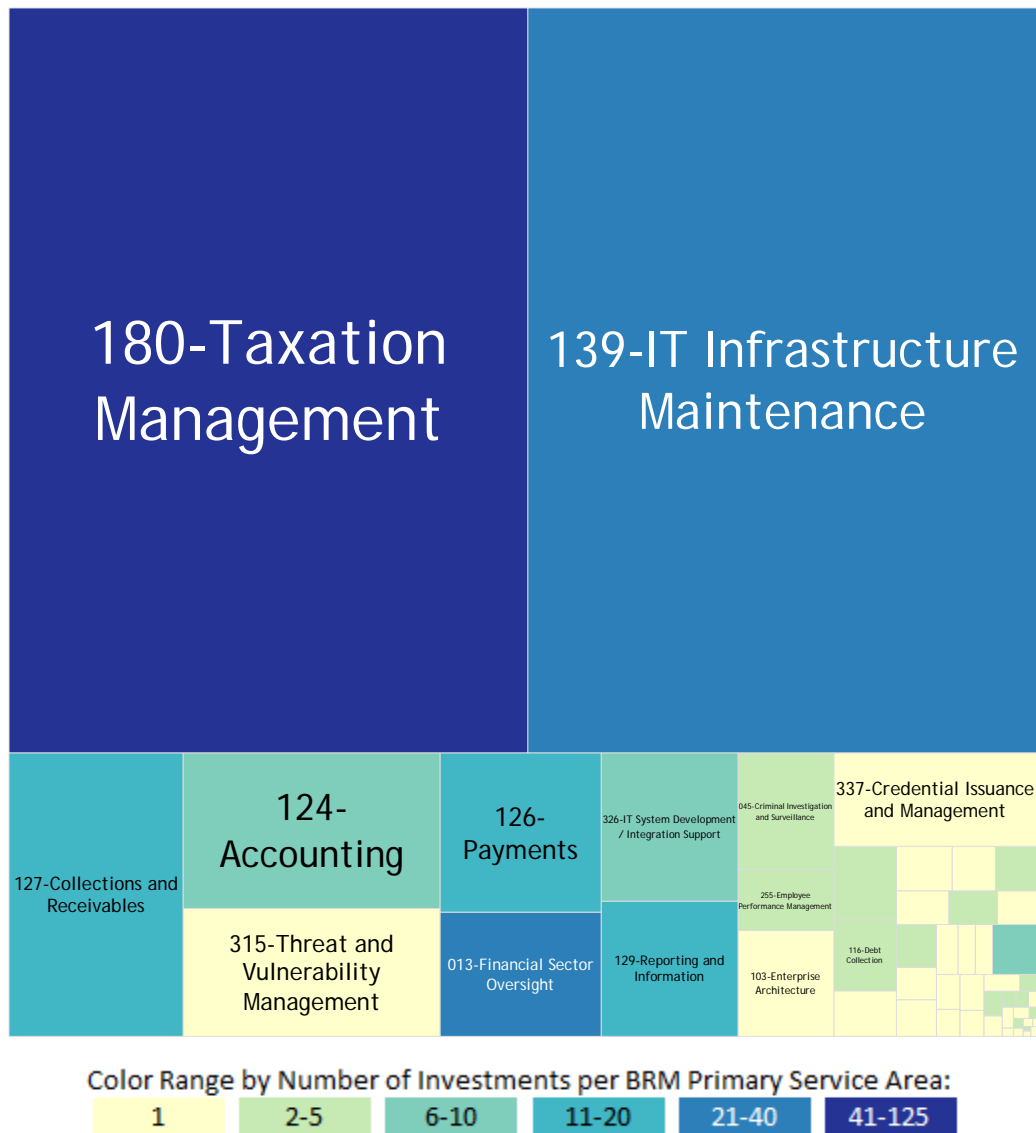
BRM Code	Federal Enterprise Architecture Business Reference Model Mapping Sub-Function	Number of Investments	Agency Funding (PY 2012)	Agency Funding (CY 2013)	Agency Funding (BY 2014)
180	Taxation Management	124	1,016.681	1,342.935	1,437.218
139	IT Infrastructure Maintenance	33	1,275.002	1,319.599	1,265.793
127	Collections and Receivables	12	180.308	171.531	157.786
124	Accounting	8	139.189	139.008	123.278
315	Threat and Vulnerability Management	1	110.549	114.238	115.108
126	Payments	13	80.127	89.275	93.489
013	Financial Sector Oversight	21	71.032	69.599	66.274

<sup>24</sup> Source: Treasury Budget Year 2014 Exhibit 53 Investment Data, September 2012.

326	IT System Development/ Integration Support	9	54.367	70.570	63.896
129	Reporting and Information	11	67.555	64.329	61.302
045	Criminal Investigation and Surveillance	4	35.401	38.955	41.179
255	Employee Performance Management	4	21.865	20.278	36.839
103	Enterprise Architecture	1	32.715	35.281	30.153
337	Credential Issuance and Management	1	69.250	66.210	19.483
011	Business and Industry Development	2	11.660	15.749	18.598
116	Debt Collection	2	14.989	15.657	16.362
<b>Total</b>		<b>246</b>	<b>3,180.692</b>	<b>3,573.214</b>	<b>3,546.759</b>

As depicted in the figure below, the majority of Treasury's IT spending is associated with IT Infrastructure Maintenance (BRM Code 139 for \$1.32 billion) and Taxation Management (BRM Code 180 for \$1.34 billion).

Figure 4 - Treasury IT Investment Spending by BRM Primary Service Area - FY 2013



### 6.3 Treasury IT Stakeholders

Treasury’s IT stakeholders span numerous sectors and ecosystems, including but not limited to financial services entities, tax related service providers, the alcohol and tobacco industry, the auto industry, other federal agencies, and many others. It is intended that future versions of this IRM Plan will include a high level visualization of these stakeholders, the ecosystems they reside in and the services provided to them by Treasury.

### 6.4 Treasury IT Markets/ Ecosystems

In support of Treasury’s wide and varied mission, Treasury IT provides services in several different markets. The use of the term “markets” is consciously used to illustrate the dynamic nature with which demands for interoperability and new functionality are generated and their effect on how Treasury

conceives and fields IT solutions. In these markets, many of the other participants (whether they be private sector entities or other Federal regulatory agencies) have funding streams outside of Congressionally-appointed channels and possess independent authorities (see Emerging Challenges/Risks for additional information). This generates multiple approaches to security, budgeting, and procurement. In most instances, Treasury's Bureaus and offices can only address these competitive, market-driven demands through long-term planning and aggressive use of shared services, which still leaves them at a significant disadvantage. Understanding the context and dynamics in each arena in which Treasury IT participates gives a greater sense of Treasury's IT priorities as well as the factors that determine where Treasury invests, chooses to consolidate, and chooses to leverage the capabilities of others.

#### **6.4.1 Financial Sector**

Treasury IT directly supports the Department's role as the steward of U.S. economic and financial systems and as an influential participant in the world economy. With today's global financial markets valued at over \$200 trillion dollars<sup>25</sup>, it can be argued that data exchanged within the financial regulatory community is amongst the most valuable information in the world. As such, IT solutions must be reliable, integrated, and sufficiently secure.

Treasury's role in this marketplace is extremely varied and spans the spectrum of tax collection and compliance, payment collection and processing, debt management and sales, manufacturing and sales of coin and currency, banking regulation, financial crimes enforcement, and policy setting. Each of these functions is unique in its complexity and varied in its technical requirements, but equal to others in overall importance to the financial services marketplace and the fiscal health of the nation overall.

Treasury must maintain and improve capabilities on an ongoing basis to ensure interoperability with other participants in this sector – customers, service providers, and intermediaries, many of whom are not Federal agencies and can therefore adapt with greater agility and alacrity. Furthermore, Treasury must respond to changes initiated by policy makers in an environment where many organizations, such as those from the financial regulatory community, have independent policy-making authority for IT practices.

#### **6.4.2 Federal Government Sector**

Like all Federal agencies, Treasury IT operates platforms specific to Treasury's mission (e.g., revenue collection) and platforms essential to the running of a Federal agency (e.g., human capital management, public web site, financial management, and procurement). Federal agencies have a variety of options by which they can reduce the duplication of services and minimize the expense associated with non-mission aligned capabilities. An agency can either choose to consume a service provided by another entity, or offer that capability as a service to other agencies and use its expertise to create a vehicle that generates cost efficiencies. Treasury has many examples of both options. For example, through the Bureau of Public Debt's (BPD) Administrative Resource Center (ARC), Treasury is a Federal-wide solution provider for services including Financial Management, Human Resources, IT Operations, Investment

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<sup>25</sup> [McKinsey Global Institute - Mapping Global Capital Markets 2011](#)

Accounting, Procurement and Travel. The Enterprise Business Solutions team within the Office of the Chief Information Officer (OCIO) operates several shared services platforms for Treasury. One of these is HR Connect, which is one of ten Office of Personnel Management (OPM)-sponsored Human Resources (HR) Lines of Business (LoB). Similarly, Treasury consumes employee payroll services from the National Finance Center (operated by the Department of Agriculture).

One of the significant hurdles for any Federal agency wishing to use another agency's services is the establishment of the necessary Inter Agency Agreements (IAA's) to specify what is being shared, what the performance metrics need to be, and to facilitate the flow of funds between consumer and provider. As Treasury and other agencies look to leverage more shared services solutions, a need exists to establish the necessary Federal-wide infrastructure, standards, and processes to better facilitate the adoption of shared services solutions. Treasury suggests that the Federal CIO Council consider assigning this need to a committee or working group.

### **6.4.3 Employee IT Services Sector**

Treasury's workforce is heavily dependent on information technology to provide Treasury's services. As Treasury's employees become increasingly mobile, key data and services must be available to them regardless of their location. Treasury IT must ensure successful IT operations in support of this evolving workforce. IT operations today face demands for equivalent levels of service across multiple modes of delivery. The same individual often must have access to IT services from their office, home, and while mobile.

This expanded access to IT services by each individual consumes significant resources and must be planned for as Treasury's future IT infrastructure is developed .

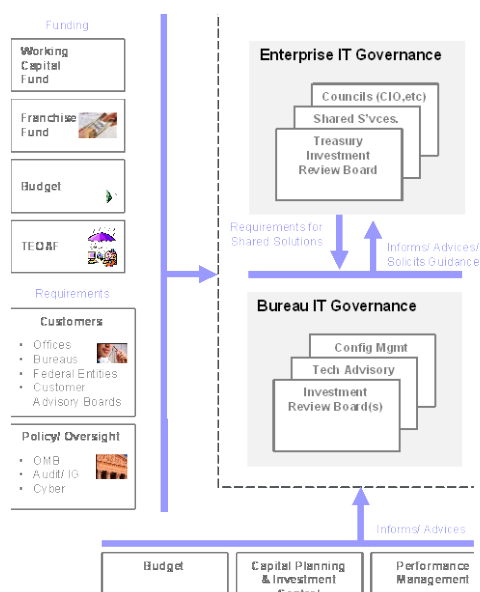
## **6.5 Visualizing Treasury's Business Architecture**

This section is being developed in conjunction with stakeholder analysis. When completed it will provide a high level depiction of the business capabilities delivered to the markets served by Treasury.

## **7 Transforming Treasury IT Through Governance**

Treasury is actively putting governance structures in place to enable a more open, dynamic and business-oriented dialog on Treasury's key business priorities and the technologies they require. In addition to enhancing how Treasury measures and monitors the performance of its IT investments, an effective IT governance structure requires the ability to proactively discover and act on opportunities, whether they be specific to a Bureau or office context, or across the overall enterprise. The governance process also serves as a conduit for communicating Treasury's priorities and objectives to the appropriate constituency.

**Figure 5 - Enterprise IT Governance Framework**



Lastly, recognizing the intricacies associated with the federated nature of the Treasury enterprise requires a governance approach that permits investment prioritization and execution oversight to occur within the associated mission area, while still affording the enterprise the ability to discover, assess and take action on viable opportunities to improve efficiency through shared capabilities. To achieve this, Treasury has taken a multi-pronged approach focused on the following key levers:

(BXXC) (CXXC)

## 7.1 Timely and Actionable IT Investment Performance Data

(CXXD)

Essential to any governance process is access to timely and accurate investment data. In FY 2012, Treasury's Capital Planning Investment Control (CPIC) community worked to establish cost, schedule and operational metrics by which Treasury's major and minor initiatives are currently measured. Reporting is provided monthly to Bureau executive management and is the basis by which the Treasury CIO determines the health of all IT investments (as reported on the IT Dashboard). This data also serves as the basis for quarterly investment reviews that the Treasury CIO holds with each of the Bureau CIO's. Furthermore, the degree of variance in these metrics determines whether a TechStat, an accountability session, is required on any particular investment. To date, more than 20 TechStats have been performed across the Treasury enterprise.

(CXXA), (CXXB), (CXXE)

## 7.2 Open, Engaged and Empowered Governance Bodies

To improve organizational visibility into, and business ownership of, Treasury's IT investment decision-making, several governance bodies have been established. They include the following:

- In February 2012, OCIO, in conjunction with Treasury's Management and Budget Office, initiated an IT Investment Review Board within Departmental Offices (**DO IT IRB**). Comprised of senior business and technology leaders within DO, this Board has additional representation from IRS Procurement, IT, Finance, Budget, and Treasury's department-wide CIO Council. The DO IT IRB has met regularly since its first meeting on February 29, 2012 and has oversight responsibility for DO's IT investment portfolio. Since DO operates a number of Treasury-wide shared services (i.e., HR Connect, Treasury.gov, ECM and others), oversight responsibility for these shared services has been moved from the DO IT IRB to the recently established Treasury-wide Technology Investment Review Board.
- Chaired by the Assistant Secretary for Management (ASM) and the Fiscal Assistant Secretary (FAS), and comprised of the deputy commissioners from each of Treasury's Bureaus, a **Shared Services Council** was established to create an executive level forum for decision making around the development and utilization of shared services and management issues across Treasury. Leveraging Treasury's enterprise-wide IT Investment Review Board as a source of shared services recommendations, the Shared Services Council is well positioned to further drive efficiencies across the Department.
- In January of 2013, Treasury established an **enterprise-wide IT Investment Review Board**. With executive level representation from key functions, Offices and Bureaus across Treasury, this body is chartered with providing a forum for decision-making on enterprise-wide IT platforms. Specifically, it is accountable for helping to ensure Treasury IT investment decisions are compliant with Federal budgeting and IT governance requirements. This Board is also responsible for surfacing opportunities for increasing enterprise-wide efficiency and effectiveness through shared platforms and solutions to the Shared Services Council.
- The **Treasury Acquisition Council (TAC)** provides a forum for senior leaders to work together to create a world class acquisition system (people, process, organization, and technology) across the Department of the Treasury. The TAC develops and implements strategies and initiatives to continuously improve acquisition performance. The TAC provides a forum for the Bureau Chief Procurement Officers and other interested stakeholders to coordinate cross-cutting policy and management issues, develop and implement innovative acquisition approaches, share best practices and lessons learned, oversee and track progress against improvement goals, and make other decisions on issues that have a potential for Treasury-wide impact on acquisition and financial management programs. The CIO, Chief Financial Officer (CFO) and Chief Human Capital Officer (CHCO) are *ex officio* members of the TAC.
- The **Technology Architecture Working Group (TAWG)** was created in 2013 to define Treasury's technical approach to the design, construction and operation of critical shared services and infrastructure. This working group also advises the other Treasury governance bodies on issues related to IT strategy, IT architecture and technology standards.

(CXXD), (HXXC), (HXXB)

## 7.3 Entrepreneurial Shared Services Mindset

In an enterprise as diverse and federated as Treasury, there is significantly fertile ground for not only identifying opportunities for improved efficiency, but for also leveraging existing core competencies for the purpose of deploying shared services. Historically, Treasury has repeatedly demonstrated the value of building shared services as a mechanism for driving efficiency and effectiveness in the fielded solutions. Whether it be complete lines of business like HRConnect, innovative new application platforms like Treasury.gov and ECM, or core technical platforms like PKI, Treasury actively provides business and technical shared services solutions to both the Treasury enterprise and the Federal-wide marketplace. Core to our success in identifying, funding and building these shared solutions, is a diligent focus on ensuring the business case for each identified opportunity makes sense first and foremost to the mission of Treasury. This diligence, coupled with an open and engaged governance model, provides the engine to help Treasury harvest new and emerging opportunities.

Once a shared service opportunity has been identified and validated, Treasury currently has multiple mechanisms for funding it based on a pay-for-service model. To further streamline this model, Treasury has consolidated its Working Capital Fund into the Treasury Franchise Fund so that there will be one fund utilized for funding shared services. Treasury has also changed the charter for the Franchise Fund to more tightly couple the role of the Shared Services Council with the overall administration and priority setting for the Franchise Fund.

For additional information related to Treasury's shared services strategy, please refer to the appropriate section of Treasury's Enterprise IT Roadmap.

(CXXF), (DXXA)

## 7.4 Strategically Aligned IT Acquisitions

In addition to enabling open and informed executive decision making on Treasury's IT investment portfolio, the efficient acquisition and strategic alignment of IT services and capabilities is equally important. To achieve this, Treasury is focused on establishing enterprise acquisition vehicles for high demand IT commodities and services, as well as leveraging existing platforms and information flows to help ensure effective IT spend management. Examples of recent and ongoing initiatives include:

### 7.4.1 Wireless Services

In the 4<sup>th</sup> quarter of FY 2013, the General Services Administration (GSA) Federal Strategic Sourcing Initiative (FSSI) team established a new government-wide contract vehicle for wireless devices and services. FSSI Wireless leverages the high-volume buying power of the Government to consolidate contracts and lower prices. The program features fewer contracts, standardized offerings across carriers, standard reporting, and pooled plans to drive down costs. This effort also supports a government-wide wireless center of excellence. Included are:

- Service plans, such as voice, data and video
- Devices, such as smart-phones, cell phones, and tablets
- Wireless sub-systems and infrastructure support, such as messaging servers, security services and cellular base stations

In FY 2012, Treasury conducted a wireless billing analysis to identify real costs, and to identify opportunities for wireless consolidation. Using this information, Treasury will apply FSSI best practices to save on wireless expenses by:

- Optimizing rate plans
- Eliminating unused lines
- Identifying inventory and billing errors
- Actively monitoring spending
- Improving management and security controls
- Developing Treasury-wide contracts

Treasury has also implemented a monitoring program to ensure that anticipated efficiencies are achieved.

Treasury, through the Senior Procurement Executive, has committed to begin leveraging this contract vehicle in 2014.

#### **7.4.2 Print Management**

The FSSI Print Management program is a government-wide initiative related to commodity devices like network printers, copiers, and multi-function devices. It is a holistic commodity-management approach that allows Federal agencies to achieve cost and environmental savings through the implementation of a behavior change management program, and improvements in the acquisition of print and copy devices and services.

In September 2011, the GSA awarded Blanket Purchase Agreements (BPAs) to 11 vendors to streamline the acquisition of print devices and leverage the Federal Government's buying power by consolidating requirements for a Government-wide vehicle. The FSSI Print Management program is designed to reduce the amount of printing, in-use equipment, and minimize spending on paper and toner supplies across Federal agencies.

Using one of these BPAs, Treasury completed a "Fleet Assessment" in FY 2012 and continued development of a way forward under the program in FY 2013. Treasury anticipates the establishment of a comprehensive plan identifying all technological, operational and financial aspects of Treasury's existing fleet environments and print management needs, including:

- Optimization or Right Sizing – Recommendation for the removal or relocation of existing devices, as well as the potential addition of new devices based on existing workflow and business needs.
- Supply Chain Improvements – Identification of potential sourcing changes that can be applied to maximize the value of devices, as well as consumables and maintenance and repair services.
- Management Plan – Guidance on implementation to ensure a successful change management process is established to maximize fleet potential.

### 7.4.3 Treasury-wide PC contract

IRS procurement will establish a Treasury-wide agreement for personal computers. This is tentatively scheduled for award in the 4<sup>th</sup> quarter of FY 2014. This enterprise level contract will offer streamlined ordering to all of Treasury's Bureaus, and should result in significant savings over the commercial list price.

### 7.4.4 Enabling "One Procurement System"

Treasury currently operates a federated set of procurement related systems and has defined a common set of attributes that would be expected to be available if Treasury operated a single, integrated contracting and financial system. Such a system is an aspirational vision for the future of procurement management and is being used to help inform our strategic decision making for procurement related systems. Included in this vision are attributes for:

- Advanced acquisition planning and contract management
- Shared contracts with Flexible Ordering (eCatalog)
- Department-wide data analytics
- Enterprise-wide requirements and spend management
- Knowledge management
- Standardized Treasury-wide processes

In October 2011, Treasury performed a TechStat on procurement systems and subsequently established a working group co-chaired by the Office of the CIO and the Office of the Procurement Executive (OPE). This working group was comprised of representatives from the Bureau of Engraving and Printing (BEP), the Bureau of Public Debt (BPD), the Internal Revenue Service (IRS), and the MINT. Chartered with:

- Analyzing the capabilities and attributes of Treasury's existing procurement systems
- Validating the attributes of "one-system"
- Developing a data model of common fields across Treasury procurement systems , and
- Comparing the costs and staffing levels of various procurement systems

This working group presented its prioritized set of findings and recommendations at a follow-up TechStat in May of 2012. The group's core recommendations were a set of actions focused on enabling greater leverage of existing procurement information and on establishing key enterprise-wide standards to facilitate the sharing of procurement-related data (both pre- and post-award) across the enterprise.

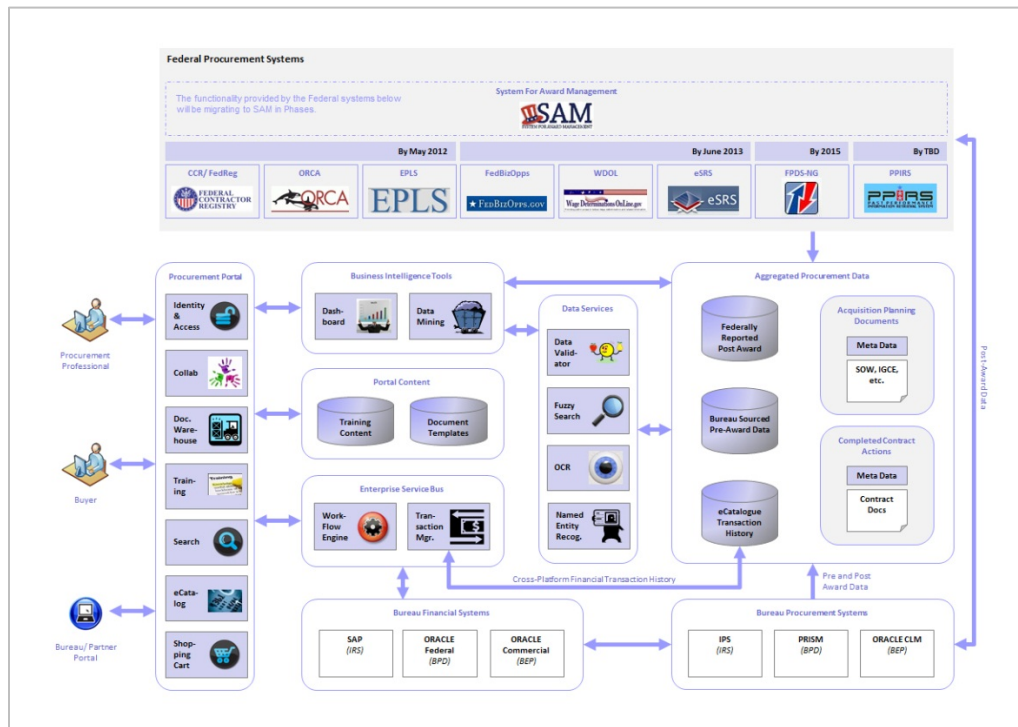
Where possible, the recommendations build on a set of key shared services and focus on leveraging more effective insight into Treasury's procurement pipeline to enable more effective and efficient procurement processes and acquisition vehicles. At a macro level, these recommendations include:

- Leveraging Treasury's Enterprise Content Management (ECM) platform to deploy an enterprise-wide collaboration portal for procurement professionals
- Leveraging Treasury's Data and Analytics (DnA) business intelligence platform to establish an enterprise-accessible repository (and analysis tools) for procurement information
- Enabling cross-enterprise shared contracts with the ability to easily order against them

- Establishing key enterprise standards to improve operational effectiveness and overall data quality

The Procurement Systems Working Group assessed each of these attributes against knowledge of Treasury's existing procurement systems to distill a set of key technical capabilities required to enable the "One" procurement system vision. The technical capabilities required include an acquisition portal, business intelligence tools, data and document repositories, an eCatalog, and an enterprise service bus.

Figure 6 - Treasury "One Procurement" Architectural Vision



The Office of the Procurement Executive (OPE), in conjunction with OCIO and the Bureau procurement teams, subsequently engaged the MITRE Corporation to assist with integrating Federal and Bureau procurement data into Treasury's DnA environment. This project delivered a shared data model with data feeds from IRS, BPD and the Federal Procurement Data System (FPDS). Planned next steps include the testing and validation of the data model and the underlying data, along with a plan to develop a departmental data policy that standardizes and improves data quality and reliability. Subsequent steps would include the automation of bureau data feeds into the model, and the development of reports and an acquisition dashboard to support procurement related decision-making.

Due to current funding and staffing constraints, this initiative was de-prioritized for FY2014, but remains a strategic direction for Treasury. The Office of the Procurement Executive is currently assessing how to enable continued forward movement on this initiative, including possible integration of Treasury's efforts with a potential government-wide initiative with similar goals.

(FXXA)

## 7.5 Effective and Focused IT Program Management

Making effective IT investment decisions is only as good as an organization's ability to deliver solutions on time and on budget. To help ensure Treasury's IT teams are continually equipped with the appropriate knowledge and skills to ensure their success in defining, delivering, and operating Treasury's IT capabilities, Treasury is focused on the following key strategies:

### 1) Ensure priorities are well defined and linked to personal performance plans

As early adopters of the Stat process, Treasury IT management continually strives to ensure all OCIO staff have their annual performance goals directly linked to the goals of the Department and the specific Stat goals for OCIO. In addition to this linkage, OCIO ensures 100 percent of all IT staff receive annual performance reviews. Lastly, for the past two planning years, Bureau CIO performance commitments have been linked to the commitments of the Department's CIO.

### 2) Focus on Program Management skills

Historically, it has been difficult to track program management certifications for both IT and non-IT staff. OCIO recognizes, however, that ensuring IT project managers have the requisite skills is vital to the continued success of its IT implementations. In light of this, OCIO is working with the Office of the Chief Human Capital Officer to make it easier and more efficient for Treasury to ensure these skills exist and are maintained within its IT teams.

### 3) Focus on Service Quality

Across Treasury IT, a number of entities are pursuing efforts associated with the adoption of CMMI and/or ITIL-related best practices. In 2010, the IRS - operating the largest IT organization in Treasury - began the multi-year process associated with assessing and transforming key processes to better take advantage of CMMI and ITIL best practices. Along this journey, IRS has already achieved both ITIL level 3 and CMMI Level 3 certification on a number of key processes.

(EXXA), (EXXB)

## 7.6 Asset-oriented view of Information Security

As the steward of the public purse and a central component essential to the functioning of the U.S. financial ecosystem, Treasury is a Federal civilian agency that attracts significant interest among cyber attackers. In fact, Treasury is one of the most attacked Federal civilian agencies and in defending itself operates a set of highly effective information security capabilities. In addition to protecting Treasury's information assets, these information security strengths afford Treasury with significant opportunity as shared services are conceived, built, deployed and operated. Treasury views its enhanced security posture as a key asset and an enabling aspect of any shared capability it chooses to bring to market. With more than 95 percent of Treasury's Internet traffic now traveling through a Department of Homeland Security (DHS)-approved Trusted Internet Connection (TIC) and more than 95 percent of its laptops encrypted, Treasury is specifically focused on the following key initiatives to further enhance the sophistication of its information security posture:

- Beginning in mid-FY2013, Treasury qualified for participation in the Department of Homeland Security's (DHS) Continuous Diagnostics and Mitigation (CDM) program. This program is expected to support the feeding of agency summary security performance data to a central, Federal-wide dashboard, for providing senior leaders with near-real-time status of the cybersecurity posture of government data networks. As of February 2014, Treasury is engaged with DHS to obtain CDM tools and associated installation services, including a centralized Treasury Cyber Security Dashboard. Full operational capability is expected to be attained over the course of a three-year time period. Treasury plans to use the opportunity afforded by the CDM program to move toward a more standardized approach to cybersecurity implementation, in accordance with the OMB Information Security Continuous Monitoring directive. This will foster more consistent reporting of Bureau security status, resulting in a more realistic understanding of the Department's cybersecurity posture and associated risk exposure.
- Treasury is also implementing Domain Name System Security (DNSSEC) at the Department's authoritative Domain Name Service (DNS) servers. DNSSEC is a mechanism that ensures the transactional integrity of DNS requests/responses, which is critical to the secure operation of network services. The most common benefit of DNSSEC is preventing malicious actors from introducing fraudulent web sites that serve to deceive end users (for example, an illegitimate electronic filing system designed to harvest Personally Identifiable Information from taxpayers). This helps increase the public's confidence that they are using a genuine Treasury site. Combined with Data Loss Prevention tools, DNSSEC will provide enhanced protection of the Department's information and services. As of February 2014, Treasury has reached 96% DNSSEC deployment across the Department.
- Building on its enhanced security posture, Treasury is in the process of deploying a secure, private cloud infrastructure for the hosting of key shared services. Due to the sensitivity of Treasury information, and the criticality of many of Treasury's services to the national economy, Treasury has determined that it is more prudent, secure, and cost-effective, to build out a secure private cloud. By doing so, Treasury can provide appropriately strong physical, personnel, and logical access controls for a range of systems (from low to high security).

For additional information related to Treasury's Information Security Strategy, please refer to Treasury's Enterprise IT Roadmap.

## 7.7 Continuing our Evolution

As Treasury continues to evolve and mature its governance processes and capabilities, the following are some of the near- to mid-term opportunities the Department is focused on:

- Continue to evolve the maturity of the governance bodies and processes already established
- Transition accountability for the procurement of hardware and software from the Chief Acquisition Officer (CAO) to the CIO
- Investigate the viability of consolidating Treasury's email platforms
- Investigate the viability of consolidating Treasury's web domains

- Continue to drive efficiency through the establishment of enterprise-wide software and hardware licenses

## 8 Human Capital

(IXXA)

Treasury's investment in human capital is no more self evident than in the Human Resource Line of Business (HRLoB) Treasury operates on behalf of the Federal Office of Personnel Management (OPM). Entitled HR Connect, this line of business currently services 22 entities across the Federal government and offers both core and non-core HR related processes that are interoperable, portable and scalable.

The HR Connect system is an effective tool used to meet Treasury's strategic goal of management and organizational excellence by optimizing resources and strategically investing in people, technology and continuous improvement. Prior HR service delivery models included disparate and duplicative systems, inefficient or manual processes, temporary resolutions and a lack of strategic planning. HR Connect continues to add new functionality, such as the Integrated Talent Management Solutions-InCompass program and InService Portal, enabling the retirement of legacy systems, while introducing new and important talent management capabilities.

### 8.1 Treasury Human Capital Strategic Plan

The current Treasury Human Capital Strategic Plan expired in 2013. The new plan is in draft and is planned to be released in 2014. It will expand on the four goals of the prior plan and will align with OPM's Employee Viewpoint Survey.

### 8.2 Treasury Human Capital Vision

It is Treasury's Human Capital Vision to be widely recognized as an employer of choice and to employ an engaged workforce that sets the standard for excellence in the Federal Government.

### 8.3 Treasury Human Capital Mission

Treasury will develop and manage innovative human capital business practices that help supervisors/managers and employees deliver results-focused outcomes which support the strategic goals and objectives of the Department by improving workforce productivity, diversity, leadership effectiveness, and individual development.

#### 8.3.1 Goal 1: Broaden and Diversify the Talent Pool

Create effective recruitment strategies and utilize available flexibilities to attract a diverse pool of highly qualified candidates, both external and internal, sufficient to ensure that the Department fulfills its mission requirements.

#### Strategies:

*1.1 Develop Outreach Plans*

*1.2 Enhance Work Life Environment as an Attractor*

### **8.3.2 Goal 2: Develop and Retain Workforce**

The workforce is supported, developed, and strengthened to continually evolve and execute the increasingly complex mission and strategic goals of the Department.

#### Strategies:

- 2.1 Regular Strategic Workforce Assessment and Planning*
- 2.2 Competency–Based, Mission–Aligned Continuous Learning*
- 2.3 Understand and Minimize Barriers to Retention*
- 2.4 Enhance Job Satisfaction and Productivity*
- 2.5 Develop Leadership Bench Strength and Capability*

### **8.3.3 Goal 3: Effectively Manage and Utilize Human Capital**

Maximum organizational effectiveness is attained by enhanced employee engagement and by supporting, leveraging, and strategically leading the Department’s workforce.

#### Strategies:

- 3.1 Communicate and Collaborate at Every Level to Implement Workforce Plans and Succession Planning*
- 3.2 Develop a Strong Performance–based Culture*
- 3.3 Ensure Accountability for Human Capital Management at Every Level*
- 3.4 Value, Utilize and Share Existing Expertise and Experience*

### **8.3.4 Goal 4: Develop Human Capital Practitioners as Strategic Business Partners**

Knowledgeable and highly effective human capital practitioners work as key partners with the Department’s leaders to ensure that effective human capital management is a strategic business component in achieving the Department’s mission.

#### Strategies:

- 4.1 Make Human Capital Practitioners Strategic Partners with Business Owners*
- 4.2 Identify and Develop Human Capital Practitioner Competencies*
- 4.3 Facilitate Human Capital Practitioner Career Development*

## **9 Accessibility**

*(IXXB)*

Section 508 of the Rehabilitation Act of 1973 was passed in 1998 and became enforceable in 2001. It requires Federal agencies that procure, manage, develop, or maintain electronic and information technologies (E&IT) systems to make the information on those systems accessible to persons with

disabilities. The United States Access Board (<http://access-board.gov>) was charged under the law with creating the technical standards by which conformance is measured.

Both employees and members of the public are covered under the law. Therefore, internal applications or systems used by employees along with public-facing systems, such as websites, must be accessible. Persons with disabilities include those with visual, auditory, and motor impairments. The key to accessible E&IT is ensuring that assistive technologies (AT) used by the disabled can access the information on the E&IT system. For example, an intranet or internet web site must be designed so that a screen reader can properly access the page information and read it aloud for someone who is visually impaired. The figure below contains a list of Treasury Section 508 stakeholders and their roles:

Stakeholder	Description
American Citizens	Disabled citizens must be able to access Treasury information
Treasury Staff	Disabled staff members must be able to access internal agency information electronically
Bureau CIOs	Responsible for ensuring accessible IT at their bureaus
Procurement Officials	Responsible for including Section 508 requirements on applicable purchases
IT Developers	Responsible for developing accessible systems and applications
Treasury Contractors	Responsible for delivering Section 508 compliant end-products.

The mission of the Department of the Treasury Section 508 Program is to become a leading government model of innovation and excellence in providing all persons with disabilities comparable access to information through electronic and information technologies. This commitment to excellence will be supported by collaboration, continuous improvement, and implementation of best practices throughout the Department.

## 9.1 Policy & Guidance

Bureaus and offices across the Department receive strong policy and guidance efforts from DO. Policy with clear roles and responsibilities gives the Bureaus an ability to focus efforts among key staff. Guidance consisting of parameters which create testable and repeatable processes is key for consistency and robustness of agency-wide compliance.

## 9.2 Training

In addition to metrics that provide clear Section 508 measurements for the agency, the Department must provide regular and engaging training opportunities to agency staff. Training opportunities will include both webinars and live online sessions.

Online training will focus on the development of course materials as part of the Treasury Learning Management System (TLMS). TLMS courses will be assigned to various sub-curricula and tracked for

usage. In addition, online training will also include webinars that can be viewed by all Treasury staff regardless of their location.

### 9.3 Centralized Resources

Enterprise-level resources that can be leveraged across the agency are vital in reducing Department costs. These shared resources will include enterprise-level compliance tools, contracting vehicles, licensing agreements, and collaborative spaces for nurturing best practices at the Department.

### 9.4 Human Resources and Section 508

(IXXC)

The nexus between Section 508 and the Office of Human Resources lies with the disabled Treasury workforce. Treasury employees with disabilities are entitled to be provided AT equipment that facilitates their ability to conduct their assigned Treasury work as required by Section 504 of the Rehabilitation Act.

An aging workforce increases the chances that persons employed at Treasury will either become disabled either temporarily or permanently, increasing the need to ensure an accessible workplace. Statistics by the Department of Health and Human Services (DHHS) indicate that rises in diseases such as diabetes will increase the percentage of Americans becoming blind at some period in their lives. Those Americans should continue to have the access to Treasury information that is enjoyed by their non-disabled counterparts.

Over the next five years, the Treasury Department Section 508 Program will harness improvements in policy, guidance, IT procurement and development, training, and collaboration. This will ensure that information on E&IT systems across the agency is accessible to all persons with disabilities thereby developing a level playing field for everyone.

### 9.5 Commitment to Section 508

(IXXC)

Many of Treasury's past successes in fostering 508 compliance have served to further prioritize the need for accessible IT systems at the Department. That said, significant work is still required to fully provide the necessary service, guidance, and solutions for the agency.

To provide long term value-added effective service for the Department, the Section 508 Program is committed to being a strong, vocal, and effective program office for Treasury wide Section 508 programmatic initiatives. The Section 508 Program Office of OCIO and the Office of Privacy, Transparency, and Records, (PTR) will consider the following primary program mission goals and associated metrics in all its efforts.

Goals	Key Metrics
Develop Clear Policy and Guidance <i>In January of 2009, Treasury Directive 87-06,</i>	<ul style="list-style-type: none"><li>Develop clear guidance for inclusion of Section 508 in Systems Development Life Cycle</li></ul>

<p><i>“Electronic and Information Technology (E&amp;IT) Accessibility under Section 508 of the Rehabilitation Act” was signed by the Assistant Secretary of Management (ASM). The policy provides clear roles and responsibilities across the Department with regard to Section 508. Primarily, it requires that the Department and Bureau Chief Information Officers (CIO) ensure applicable E&amp;IT at the Department is compliant with Section 508 requirements.</i></p>	<ul style="list-style-type: none"> <li>• Develop and maintain guidance for the development of web-based information</li> </ul>
<p><b>Ensure Accessible IT Acquisitions</b></p> <p><i>Procurement of accessible E&amp;IT systems is one of the core requirements of Section 508. The law clearly requires that any Federal agency purchasing E&amp;IT must include any applicable Section 508 provisions in the solicitation. OCIO and PTR must provide periodic training opportunities specifically designed for procurement officials at Treasury. Training should provide a foundational knowledge on what Section 508 requirements mean and how to properly integrate them in IT acquisitions. Annual surveys to this critical target group should be conducted to solicit feedback and satisfaction with programmatic initiatives.</i></p>	<ul style="list-style-type: none"> <li>• Provide semi-annual training targeted to procurement officials at the Department.</li> </ul>
<p><b>Ensure Accessible IT Development</b></p> <p><i>In addition to the acquisition of E&amp;IT systems, the Treasury Department develops and maintains a substantial number of systems. Even where the Department develops systems or applications on its own, Section 508 applies. Section 508 also applies regardless of whether the system is internal or external facing.</i></p> <p><i>In conjunction with trainings and webinars, Treasury OCIO and PTR must maintain a viable and robust knowledge repository for its IT developers. To maximize sharing of programming best practices, a collaboration site must be maintained and made available for Treasury developers to share code fixes that emphasize greater accessibility.</i></p>	<p>OCIO and PTR shall</p> <ul style="list-style-type: none"> <li>• provide quarterly reports on the accessibility of Treasury-owned websites.</li> <li>• promote an enterprise compliance tool for usage across Bureaus and offices.</li> <li>• expand accessibility compliance testing tool usage by the Bureaus and offices.</li> <li>• maintain a Knowledge Repository specifically designed for web developers.</li> <li>• provide regular trainings for IT developers</li> </ul>
<p><b>Develop and Promote 508 Resources and 508 Marketing Plan</b></p>	<p>OCIO and PTR shall</p> <ul style="list-style-type: none"> <li>• maintain a hosting and maintenance</li> </ul>

<p><i>Periodic trainings at the Department ensure that all Bureaus and offices gain access to vital learning to programmatically develop accessible environments at the individual organizations. Enterprise solutions provide for leveraging of the Department's purchasing power will bring down licensing costs across the agency for critically needed compliance tools and solutions. Collaborative agency environments, such as centralized knowledge portals, will provide an institutional base for long term facilitation of Section 508 needs</i></p>	<p>environment for the continued usage of enterprise-level tools.</p> <ul style="list-style-type: none"> <li>• expand accessibility compliance testing tool usage by the Bureaus and offices.</li> <li>• maintain an informational portal for all things Section 508 at the Department.</li> </ul>
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## 10 Privacy

(GXXB)

"If you collect it, protect it!" is the core principal that defines Treasury's philosophy regarding the collection, processing, maintenance, and storage of Personally Identifiable Information (PII). While a relatively simple slogan, behind it is a complex network of statutes, guidance, organizations, and employees, who are focused on ensuring that PII at Treasury is well protected.

Treasury makes every effort to ensure that each employee knows their responsibilities for protecting the PII entrusted to them in the course of their duties. In accordance with OMB guidance, the Office of Privacy and Civil Liberties (OPCL) oversees the Department's annual privacy awareness training. For the FY 2012 training year, approximately 98 percent of all Treasury employees, contractors, and consultants completed this training. In addition, in 2010, OPCL conducted a thorough inventory of its PII holdings and identified every system, both automated and paper-based, that contained PII. This combination of sound privacy awareness, and a strong understanding of the magnitude of our PII holdings, has given Treasury a very solid basis for enabling strong privacy control over Treasury owned PII.

Using the aforementioned tools, OPCL helps ensure the Department is in full compliance with the statutory mandates contained in Section 208 of the E-Government Act, and the Privacy Act. Working closely with privacy employees at each of the Bureaus, OPCL also helps ensure (where required) that all IT systems containing PII have both a privacy impact assessment (PIA) and a system of records notice (SORN). Currently, one hundred percent of the systems that require a PIAs or SORNs have one in place.

The SORNs provide the public with notice that a Treasury system is collecting information, what types of information are being collected, with whom the information is shared, and where the system is located. The PIA identifies the privacy risks in a system containing PII and then details the steps that are implemented to mitigate those risks. The PIA addresses such items as attributes of the data, maintenance and administrative controls, and access to the data. Furthermore, when new systems come online, OPCL works with the relevant Bureau to ensure the necessary assessments and notices are in place before a system becomes operational. The PIA and SORN may become artifacts of the certification and accreditation process which are conducted by the Office of Cyber-Security prior to granting the system an authorization to operate.

The success of Treasury's privacy program is built on close collaboration between OCIO and PTR. The collective effort of these two offices focused on implementing the Federal Information Security Management Act (FISMA) and a significant body of applicable privacy law (e.g., the E-Government Act of 2002), have contributed to the Department's overall success in the protection of Treasury PII.

## **11 Emerging Challenges**

In developing both Treasury's Information Resource Management Plan and Enterprise IT Roadmap, a number of emerging challenges have been identified that may affect Treasury's current plans. This section reviews those challenges and Treasury's efforts to work internally and across Government to attempt to mitigate the potential effects of these challenges.

### **11.1 Sharing Services with Independent Agencies**

The successful deployment and utilization of Shared Services rely on an agreement of common technological standards. In the case of the financial regulatory community, many agencies operate independently from the OMB and DHS authorities with which Treasury must comply. Independent agencies, such as the Federal Reserve Board of Governors, Federal Deposit Insurance Corporation, and other members of Financial Stability Oversight Council (FSOC), may have their own approaches for budgeting, procurement, and security. As Treasury investigates shared services in support of its core mission areas, and potentially in support of the aforementioned entities, the potentially unique environments and/or requirements of these entities, may affect the overall viability of particular solutions. Our path to mitigating this is driving opportunity areas where strong demand exists and by promoting solutions built on commonly accepted standards and processes.

### **11.2 "Big Data"**

In support of various mission areas related to financial stability, tax policy and fiscal intelligence, Treasury has begun investigating the deployment of large scale analytic environments (aka "Big Data Analytics") and the corresponding exchange of very large data sets (up to and beyond terabytes in size). While Big Data technologies offer significantly new capabilities in support of delivering cost effective, and highly performant analytic platforms, their relative immaturity requires significant evaluation of currently accepted practices for disaster recovery and hardware virtualization. For example, in the case of analytic clusters built on technologies like Hadoop, MongoDB, and MPI, a typical implementation might include hundreds of physical servers deployed on a high speed peer-to-peer network. While such an implementation would best address performance requirements, it would not inherently satisfy security best practices related to ensuring the existence of a geographically distributed disaster recovery (DR) site. While ensuring such a DR site existed is technically feasible, the costs associated with duplicative storage and a fast enough network interconnect could change the whole value proposition. Furthermore, current virtualization metrics – if they are to include such clusters – would likely deteriorate due to the large number of unvirtualized compute nodes deployed.

Treasury expects to pilot these environments through the Office of Financial Research. As they are accumulated, Treasury will communicate lessons learned through future updates to the Treasury Enterprise IT Roadmap.

### 11.3 Reduced, Simple, or Single-Sign On

To achieve an end-user experience that does not force users to memorize multiple IDs and passwords, IT organizations must consider integration of a variety of technologies:

- PKI
- PIV cards
- Card readers
- User stores
- Security tokens
- Hand-held devices

Current mandates for identity management originated in environments where considerations for cloud computing, mobile computing, telework, or Bring Your Own Device (BYOD) were non-existent or existed in very limited capacities. Now, at least some of these mandates have become outdated. As an example, in the case of BYOD and mobile devices, integration with PIV cards could generate up to a \$150 unit cost for mobile PIV card readers unless a better technological solution is developed or the PIV card requirement is revised to allow other multi-factor authentication methods for these devices.

In order to comply with both the Digital Government Strategy initiative and the PIV initiative mobile devices have a dependency on the use of “derived credentials” for authentication. NIST has communicated that the derived credential standards are planned to be delivered in a new publication that will be numbered 800-157. On March 7, 2014, NIST released the public comment release version of 800-157. This is a significant step forward as Treasury will now have better insight into the final version of this document. However, without a final version of standards, it will be difficult for Treasury to budget and plan for the impact these new standards will have on the use of mobile devices and Treasury’s support for Bring Your Own Device (BYOD).

### 11.4 Network Costs

Access to Federal systems, once limited to Federal local area networks (LANs) and wide area networks (WANs), is now available via mobile devices over public networks (both wired and wireless). Alternative network interconnect methodologies built on platforms and technologies like Internet 2 and Metro Ethernet, offer cost-competitive high capacity bandwidth yet do not easily fit into current Federal best practices regarding the use of the United States Computer Emergency Readiness Team’s (US-CERT) Einstein intrusion detection system to monitor network gateways for unauthorized traffic. Further complicating these transitions is the increasing use of Internet Protocol v6 (IPv6).

Between September 2009 and March 2012, the Treasury Network (TNET) costs per megabits per second (Mbps) have progressively dropped from almost \$110 to approximately \$92. Commensurate with this trend, Treasury has experienced an increase of close to 33 percent in bandwidth utilization over that

same time period. So while we have been able to reduce our unit cost by over 16 percent, our utilization has increased by significantly more.

As the Federal government considers future re-competition of the GSA Networkx contract, Treasury will begin internal assessments of its future network requirements. These requirements must consider the impact of mobile technology, operations for information sharing environments, and emerging security practices to ensure the Department can effectively balance the obvious need for increased bandwidth while also managing down unit costs

## 11.5 Secure On-Line Transactions and Prevention of Identity Theft

On August 2, 2012, TIGTA released a report (TIGTA – 2012 – 36) on the potential impact of identity theft on the issuance of fraudulent tax returns. While the IRS has made significant progress with promoting the electronic submission of tax returns, concerns over identity theft could erode confidence in online tax processing. Risk of identity theft is not limited to the IRS. Any public interaction with government services must address the risk of identity theft.

To mitigate this risk, Treasury will continue to work with NIST's National Strategy for Trusted Identities in Cyberspace (NSTIC) efforts. NSTIC offers a path to mitigate the threat of identity theft while also increasing ease of use for the public when accessing government systems.

## 11.6 Management Practices

With significant changes in technology anticipated over the next several years, current management practices require evaluation.

- Selection of appropriate contract vehicles: The rapid pace of change within the IT marketplace warrants contracts that are designed to be flexible and modular. Unnecessary emphasis on firm, fixed price, or managed service contracts often limits opportunities to adopt new approaches. In addition, such contracts may limit transparency into vendor practices – thereby complicating evaluations of emerging technology against current spending practices.
- Cost accounting/savings exercises: Technology does not change in silos. In the case of the Data Center Consolidation Initiative (DCCI), sharing of common resources can move IT services farther away from the end-user and generate increased network costs. As another example, while a less costly alternative may exist in the cloud for internally-hosted email, the cloud solution may not include considerations for security, archiving, or network management inherent in an internal solution. Simple calculations for cost savings and/or increases in one budget line are complicated when several elements of technology change - as is the case with DCCI, cloud computing, and mobile services. One of the methods of mitigating this risk, is to define and utilize a consistent set of unit cost-oriented metrics. Consistency in the utilization of these metrics is critical, as frequent changes to how efficiency is measured tend to introduce discontinuities that impede the long-term use of benchmarks and undermine their overall usefulness.
- Partnership with Government-wide governance activities: With the advent of shared services, Treasury has experienced a significant increase in requests for resource support of Government-

wide committees and working groups. Treasury is not able to staff every request and looks forward to working with the Federal CIO Council Executive Committee to refine governance priorities.

- Federal Acquisition Council Program and Project Manager (FAC-P/PM) training and certification:  
To ensure that the Department makes informed decisions on appropriate contract vehicles, evaluation of vendors, research of emerging technology, and overall delivery of services, Treasury must continue to improve its capabilities in IT program management. Treasury is re-evaluating its current approach to FAC-P/PM to build up these skills throughout the Department.
- Communication: Communication of plans to all functions of the organization is critical to overall effectiveness. As described in this IRM Plan and associated IT Roadmap, Treasury will be changing approaches to several elements of its IT infrastructure. These changes must be regularly communicated throughout Treasury.